COMMITTING TO CORPORATE SOCIAL RESPONSIBILITY

An extract from Our Plan for the Future 2005-2009

Our statutory responsibilities extend beyond those of a navigation authority maintaining the waterway infrastructure. Providing social, economic, environmental and heritage benefits is an essential outcome of our work.

We deliver sustainability and corporate social responsibility through four themes:

- Caring for our Environment and Heritage
- Better Resource Management and Procurement
- Engaging with Visitors and Communities
- Developing our People

CARING FOR OUR ENVIRONMENT AND HERITAGE

We are fortunate to own many listed structures and Sites of Special Scientific Interest (SSSIs).

We will:

- continue to develop our internal expertise and knowledge so that we are recognised as the expert advocates of the correct balance between contemporary design and use, and heritage values
- seek to increase our unique archive of historical documents and, working with The Waterways Trust, continue to make these readily accessible to the public
- continue to develop our knowledge and skills so that we are recognised as the expert advocates of the correct balance between protecting an important environment whilst making good use of it
- implement an Environmental Management System and local Biodiversity Action Plans to ensure we manage properly the impacts of our activities on the heritage and environment

ENGAGING WITH VISITORS AND COMMUNITIES

The waterways bring enormous social benefits and opportunities, enhancing community wealth and quality of life.

Our resources are limited and we will therefore concentrate our efforts in three key areas where we feel we can provide the most benefit:

- Access for all - getting involved in projects with socially excluded groups including minorities, people with low incomes and people with disabilities, with a short-term emphasis on meeting the requirements of the Disability and Discrimination Act
- Community relations - encouraging greater use of the waterways by a diverse range of people, reducing vandalism and threatening behaviour
- Education - through formal education resources linked to the national curriculum for key stage 2 children under the WOW (Wild Over Waterways) brand

BETTER RESOURCE MANAGEMENT AND PROCUREMENT

Like most organisations we spend a significant amount of money procuring goods and services. When making purchasing decisions we take into account our wider social responsibilities.

We will:

- actively manage our impact on the environment, reducing and minimising our use of non-renewable resources and, where possible, seek alternative sources
- use CSR principles when we procure supplies, and choose contractors, consultants, and partners to work with
- adopt a new 'Whole Life Cost' approach to planning and assessments
- manage and minimise our waste streams

We believe in involving communities in our work. In London, in August 2004, we teamed up with the annual River Cultures Festival at West India Quay to celebrate Docklands' cultural diversity and enjoy one of London's most popular waterside attractions. ▶

Resource Management and Procurement Milestones	Date
5% Electricity reduction*	2006
10% Reduction in business mileage*	2006
40% Recycled aggregates used in our construction	2006
10% Reduction in total amount of waste produced from BW premises*	2007
65% Recycled aggregates used in our construction	2008
30% Electricity reduction*	2008

*Compared to 2003

Environment and Heritage Milestones	Date
Produce a National Water Quality Report using existing data so that we can ensure our approach to water quality management is effective	2005
Environmental Code of Practice to be replaced by a new Environmental Management System	2005
Eliminate all our buildings on the English Heritage Buildings At Risk Register	2007
Use Water Framework Directive classification schemes to monitor our water quality	2007
Management plans for all SSSIs to be reviewed and agreed with appropriate bodies	2007
To be selected by English Heritage to self-manage our heritage estate from 2008 onwards	2008
Eliminate all our existing buildings on Local Authority's Buildings At Risk Registers	2008

Customer and Community Milestones	Date
Disability Equality Scheme in place	2005
Customer satisfaction targets in place	2005
British Waterways Advisory Forum established	2005
Achieve upper quartile in National Complaints Culture Survey	2006
Canals and rivers reach at least midpoint on 'public perception of value' tracking study	2008
Each waterway unit has strong established ongoing relationships with all primary schools in two-mile corridor	2009

DEVELOPING OUR PEOPLE

BW is, and will continue to be, a people business. Our people bring our strategies to life, they deliver our key objectives and they differentiate us in the corporate world.

We will:

- provide competitive pay and benefits to recruit, retain and motivate quality individuals and teams at all levels
- develop a culture of continuous improvement through performance and development review processes
- use training and development to improve customer service, empowerment and efficiency
- undertake regular employee surveys to understand the views and opinions of our people
- identify and develop talent within the business to ensure that quality individuals are prepared for progression
- ensure that all our people understand the benefits of sharing best practice to achieve leading sustainable practices and processes

USING TECHNOLOGY

We want all our people to have access to, and make intelligent use of, information to drive business growth and maximise efficiency.

We aim to:

- take advantage of the full range of SAP software to help further improve our efficiency
- provide non-office based staff with mobile access to our IT systems
- develop e-business initiatives, particularly for e-procurement and e-learning

People Milestones	Year
Improve performance and development review process	2005
Complete interim employee survey and begin to implement actions	2005
Achieve targeted absence reductions	2005 onwards
Monitoring guide of 25% women in senior management	2005
Monitoring guide of 2% ethnic employees	2005
Regain external recognition as Top 100 employer	2006
Succession planning fully embedded and producing senior management talent to minimise the need for external recruitment at senior management level	2007

Technology Milestones	Year
Video conferencing available at all Waterway Units	2005
Information Age Government targets achieved	2005
Mobile computing strategy confirmed	2005
E-procurement implemented	2006
E-learning implemented	2007
Mobile computing implementation begins	2006
Mobile computing complete	2008

We are committed to caring for the environment. Project engineer, Paul Fox takes a reading to ensure there are adequate oxygen levels for fish, whilst dredging takes place on the Rufford Branch of the Leeds & Liverpool Canal. ▲

If you like to know more about how our plans could affect you, please visit our website at www.britishwaterways.co.uk/plan

Specific Targets & Progress

Themes	Business Area	Targets	Progress
	WATERWAY		
E&H	Reduced CO_2 emissions from employee vehicles by reducing mileage Reduction in energy consumption	By 2008: 6 million miles pa 2005/06: reduce by 10% from baseline	2003/04: 6.6 million 2004/05: 5.64 million 2003/04: Baseline 2004/05: 7%
Social	Improved appreciation through changed attitudes	By 2008: at least mid-point on the tracking survey	2003/04: 64 (versus mid-point of 82) 2004/05: 68 (versus mid-point of 84.5)
	LEISURE		
E&H	Number of interpretation schemes completed	2003-2008: 100 (cumulative)	2003/04: 13 2004/05: 22
Social	Number of visitors	2012: 6.4 million	2003/04: 3.2 million 2004/05: 2.85 million*
	RESTORATION		
Social	Miles of newly accessible waterway	2003-2008: 120 miles (cumulative)	2003/04: 25.3 2004/05: 0 (as planned)
E&H	Miles of historic waterway restored	2003-2008: 10 miles (cumulative)	2003/04: 10 2004/05: 0 (as planned)
	PROPERTY		
Social	Affordable housing units planned	2003-2008: 1385 (cumulative)	2003/04: 710 2004/05: 849
E&H	Reduce the number of buildings on the English Heritage and local authority 'At Risk' registers	English Heritage: 2008: 0 Local Authority: 2008: 27	English Heritage: 2003/04: 3 2004/05: 3 Local Authority: 2003/04: 115 2004/05: 118 **
	VENTURES		
Social	Hits on waterscape.com website	2003-2008: 50 million (cumulative)	2003/04: 2.8 million 2004/05: 6.4 million
E&H	Percentage of ISIS projects meeting sustainable development criteria	100%	2003/04: 100% 2004/05: 100%

E&H = Environment and Heritage

	Targets	Progress
PEOPLE		
Employee turnover†	< 10%	2003/04: 10% 2004/05: 12%
Employee job satisfaction levels††	2008/09: 90%	2003/04: No measure 2004/05: Sept 04: 71% March 05: 82%
Absence days per employee	7 days	2003/04: 9 days 2004/05: 7.3 days

* For the first time, we have comparative year on year data (Sept-Dec). This shows falls in visitor numbers, although it repeats September as a peak month. It is too early to draw firm conclusions from this data. A preliminary review of weather patterns in the two years suggests that the weather was worse in this period in 2004 than in 2003.

** During 2004/05 we removed one building from a Local Authority (LA) register, repaired 16 (but have not yet had them removed from a register), and four have been sold.

The reasons for the increase shown are:
- LAs creating new registers in 2004/05, which include some of our buildings
- LAs adding more buildings to registers, which also include some of our buildings
- LAs not responding to our 2003/04 requests for register information, but responding in 2004/05 with numbers of buildings

† The industry average is 16%

†† The UK norm is 75%